

A STUDY ON EMPLOYEE'S JOBSATISFACTION WITHSPECIAL REFERENCE TO SUGAR INDUSTRIES IN PERAMBALUR DISTRICT

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ABSTRACT

Employee satisfaction is essential to the success of any business. Job satisfaction also refers to the satisfaction level of an employee towards his job based on the relationship with the management, motivation obtained, compensation, benefits and also the working environment. A high rate of employee satisfaction is directly related to a lower turnover rate. In most of the cases the management does not care much about the satisfaction level of the employee. Economic downtrend also provides such a situation to some companies. This may affect directly or indirectly in the productivity of the employees. The management should understand the fact that unsatisfied employees are always a threat to the organization. Either they underperform or move on to some other organization. So the management must take care of the satisfaction level since the employees are the people who also work directly or indirectly with the customers. This type of employee-centric culture has an effect on the company's productivity and profit level that extends beyond the internal sphere of an organization. The employee turnover rate will also decrease to some extent. The cost for recruiting and training a new employee costs more to the organization than to retain the existing employee by making them satisfied. Thus, keeping employees satisfied with their careers should be a major priority for every employer. The paper deals with the satisfaction level of the employees of sugar industries in Perambalur.

KEYWORDS: Job Satisfaction; Superior - Subordinate Relationship; Working Conditions

INTRODUCTION

Employee Satisfaction

Employee satisfaction has been defined as a function of perceived performance and expectations. It is a persons' feeling of pleasure or disappointment resulting from comparing a products' outcome to his/ her expectations. The employee gets de motivated and dissatisfied whenever he could not meet the expectations of the management and on other hand feels happy and satisfied when he able to achieve the expectation. The highly satisfied employee always puts forth good efficiency and performance in his job. So it is a challenge for the organization to make the employees highly satisfied thereby retaining the employees in spite of moving on from the organization.

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures meaning that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and will not move away from their organization and is well known that retaining a good employee is better than appointing and training a new one.

Employee satisfaction, while generally a positive in organization, can also be a bad luck if mediocre employees stay because they are satisfied with your work environment. Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work related setting. Some of the organization has succeeded in team building and relationship management by organizing some holiday trips or an outing for enjoyment.

It is not always handy that providing more salary or benefits will improve the morale of the employees or loyalty towards the organization but it will have a good impact on the majority of the population.

If possible, the management can provide amenities to workers to improve morale in the working environment. The management can make sure that they have a comfortable, clean break room with basic necessities such as running water. Facilities such as bathrooms clean and stocked with supplies can be provided to the employees. Some practices like allowing workers to keep family photos or small trinkets on their desk can make them feel more comfortable and nested at their workstation can improve their efficiency. Basic considerations like these can improve employee satisfaction, as workers will feel well cared for by their employers.

The backbone of employee satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale. Satisfaction = f(what employee expects, what she gets, time, back ground of the employee- social, economic, cultural) Satisfaction being a continuous process starts from the day 1 and gets reinforced with time depending on the importance of the various factors considered to be important for the individual employee. Loyalty towards the organization starts to develop when the employee continues to get the positive reinforcements on various important aspects for the duration of the employment. Core Values as a Foundation of Employee Satisfaction: These are the values that have enabled employees to build the leading company in industry; these are the values that will fuel employees' worldwide growth in the coming years; and these are the values that will drive employees' career:

- **Enthusiasm:** Showing excitement, optimism and passion for your work.
- **Resourcefulness:** Acting effectively and imaginatively to produce great results from scarce resources.
- **Self-Directedness:** Working independently and autonomously to achieve the goals set by management.
- **Ethics:** Acting in accordance with the accepted principles of right and wrong that govern the conduct of our profession.
- **Unselfishness:** Putting others before you, giving your time and effort for prospects, clients and co-workers. Showing cooperative effort as the member of a group to achieve a common goal.
- **Strategic-Mindedness:** Suggesting and implementing long-term improvements springing from a sequence of short-term tasks

OBJECTIVE OF STUDY

The main objective of this study is to find the crucial problems, faced by the employees while working in organizations and find the ways how we make our employees loyal with their organization. This research aims at finding the important key factors that help in making the employees satisfied in their Job. These factors help to make the policies effective and through this effectiveness, efficiency takes place in the management process.

To carry out the study of the employee satisfaction at company and assess the employee satisfaction level in present competitive environment of Industry to help knowing and reading of the minds of the current generation professionals with reference to the work environment, compensation structure, performance standard and appraisal, opportunities for career development, satisfaction level of the employees towards their job etc.

LITERATURE REVIEW

Togia et al, (2004) in their study have said that employee job satisfaction is based on the satisfaction obtained by the fulfillment of their needs in work place. It is all about the feeling that they have towards their work and the environment in which they do their job. It is based on what type of work they get what they expected and reality and the result they get out of it. Bodur (2002) identified some factors in his study that was influencing the satisfaction level of the employees in their job. Some of the factors were age, sex, their education level, the environment in which they work, their colleagues, subordinates and their superiors, their working time and the compensation and other benefits they get for the job done. Maslow's Hierarchy of Needs will come in handy for the management in such situations to handle the employee's satisfaction level.

Ceylan in his study has mentioned some factors that affect the job satisfaction level. He has identified that the important factor that affected the satisfaction level as the working environment. He has said that well established and clean work place with good people working around is always preferred by any employee. He has also added that place with good air circulation and lighting is an opt place for working. He also found that at normal or pleasant temperature the employees are satisfied to work both physically and mental work. Along with these factors he has also identified some factors inducing the career development like the job training, development programs, and job security also improves the satisfaction level. Thus he has said that a pleasant working condition influence highly the satisfaction towards their job and this becomes a challenging one for the management.

Determinants of Employee Satisfaction

Employee satisfaction is a multi-variable and indescribable concept. There are number of factors that influence employee satisfaction. These factors can be classified into two categories.

Organizational Variables

One of the most important factors that influence the satisfaction of the employees towards their job becomes the organizational variables. It is evident that the employees spend major part of their time in organization than in their home or any external environment. Hence there is a lot of possibilities that the organizational factors affect them much in their satisfaction. Thus the employee job satisfaction can managed by effectively managing the organizational factors so that they positively influence the employees and make them satisfied with their job.

- Overall Individual satisfaction: Employees should be satisfied with the organization as a great place to work.
- Compensation and Benefits: The compensation for the job done and additional benefits they receive always influences the satisfaction level. The compensation and benefits provided timely and sufficiently and also good rewards for the unique work done will make the employee satisfied and loyal to the job.
- Nature of Work: From various study it was found that the employees who are provided with jobs that are suitable for them will make them satisfied. People are more conscious about involving their intelligence and skills. They are also satisfied with the jobs that are challenging to them along with their personal and career development. In the other hand they get bored by the jobs that frustrate them, not involving their talents and which brings them only failures.
- Work Environment and Conditions: Employees are very much concerned about working environment which includes relationship with other employees, feel of safety, motivation, cleanliness, lighting and ambience etc. Employees spend 6 to 8 hours at their workplace every day which makes a workplace their second home. It is up to the employers to see and make sure that the office is fully facilitated and is in good working order. It must be well lit and well ventilated with the right amount of lights, fans, air-conditioning. When the working environment is more comfortable to them the more they get satisfied.
- Job Content: A job that involves variety of tasks and less monotonous results delivers greater employee satisfaction. A job that involves poor content produces job dissatisfaction. The role and responsibility given to them makes them feel happy and gives them a feel that they are been recognized. Awards and rewards for good job done is also another factor.
- Job Satisfaction: Job satisfaction is the favorableness or un-favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Each element of the environmental system can attract or detract from job satisfaction.
- Opportunities for Promotion: Promotion can be reciprocated as a significant achievement in the life. The opportunities for promotion determine the degree of satisfaction to the employees. Work Group: There is a natural desire of human beings to interact with others and so existence of groups in organizations is a common observable fact. This characteristic results in formation of work groups at the work place. Isolated workers dislike their jobs. The work groups make use of a remarkable influence on the satisfaction of employees. The satisfaction of an individual is dependent on largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.
- Leadership Styles: The satisfaction level on the job can be determined by the leadership styles. Democratic form of leadership gives them freedom to do right things and do things right in their own fashion. They are also given a feel that they are important in the organization and a friendly approach by the management. So obviously the employees are more satisfied in such a leadership and hate dictatorship Communication Methods: When administrative policies and all important announcements are communicated to the employees, it boosts their morale. The methods chosen for communication also play an integral role. Some of the methods that could be used are intranet, monthly newsletters, weekly meetings etc...

- **Safety measures:** An employer must make sure that he provides a safe environment to his/her employee. The security measures outside office include security guards and parking facility. While inside the office, there must be introduced a safe environment for male and female employees to work so that if an employee has to work late hours she/he should feel safe and comfortable working in his/her office. There must be no discrimination or harassment practiced and the employee should be given equal opportunity to grow as an individual despite being male or female.
- **Personal Variables**

The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Some of the personal variables are as follows.

- **Personality:** One of the important personal variables is the personality of the person which is based on his psychology. Perception, attitudes, learning etc are some of the personality traits that create a great impact in satisfaction.
- **Age:** Age can be described as a noteworthy determinant of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more employee satisfaction. In older age, the aspiration levels in employees increase. They feel completely dissatisfied in a state where they are unable to find their aspiration fulfilled.
- **Education:** Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.
- **Gender Differences:** The gender and race of the employees plays important determinants of Employee satisfaction. Women, the fairer sex, are more likely to be satisfied than their male counterpart even if they are employed in small jobs. Social status, opportunity and ability to learn, decisions without any bias on gender are some factors that employees consider that management should concentrate on it.

How Employees Can Express their Dissatisfaction?

Top Triggers of Employee Dissatisfaction:

Ambiguity in role and responsibilities

Responsibility without accountability. If one has responsibility but no power to take decisions or accountability one gets de-motivated as one cannot show results or move things forward.

Sometimes employees set too high unrealistic standards/ expectations for themselves and that too sometimes lead to against within them. In this case if they do not have a good mentor, it may lead to a lot of stress and pressure as inability to achieve unrealistic goals may be due to circumstances beyond their control.

Lack of professionalism, lack of systems and processes also leads to employee angst.

Biased approach/favoritisms/discrimination at work

Lack of challenge in the work/lack of opportunities to move up the career ladder

The Employees Sent Out Some Signals to Express their Discontent and the Organization Should Not Take it Lightly.

- Absenteeism: One of the main signal they show up is taking more leave or not being punctual. This indicates that either he has some personal problems of not satisfied in his job. This has to be taken care at an early stage so that it does not become a major threat.
- Lack of interest: When an employee who stays at work until his job is done, now begins to leave at sharp 5 pm no matter his job is done or not.
- Lack of quality and quantity in work: When an employee is dissatisfied in his job then automatically his mental state is reflected in his quality of his work.
- Complaints by employee: Many complaints are put forward by the employee regarding salary, benefits, working hours, working conditions etc.
- Misusing opportunity: Another one impact of job dissatisfaction is that not concentrating on work during working hours, involved on some other personal work etc. Continuous misusing the company resources for his own personal work is also a symbol of dissatisfaction with the management.
- Misbehaving in the campus: Some employees who are dissatisfied with their job or work environment show it in the form of getting short tempered towards their colleagues, arguments or involving in any misbehavior inside the organization campus.

Effects of Dissatisfaction

The employee dissatisfaction may lead to some adverse effects and should be taken care then and thee to avoid negative consequences. Some of the adverse effects may be like decrease in productivity, increase in employee turnover and poor employee morale.

IMPORTANCE OF EMPLOYEE SATISFACTION

Purpose / benefits of employee satisfaction include as follows:

- Importance of employee satisfaction for organization
 - Enhance employee retention.
 - Increase productivity.
 - Increase customer satisfaction
 - Reduce turnover, recruiting, and training costs.
 - Enhance customer satisfaction and loyalty.
 - More energetic employees.
 - Improve teamwork.

- Higher quality products and/or services due to more competent, energized employees.
- Importance of employee satisfaction for employee
 - Employee will believe that the organization will be satisfying in the long run.
 - They will care about the quality of their work.
 - They will create and deliver superior value to the customer.
 - They are more committed to the organization.

Outcome of Employee Satisfaction

- Satisfaction and Productivity: Satisfied employees are not necessarily more productive. Employee productivity is higher in organization with more satisfied employees.
- Satisfaction and Absenteeism: Satisfied employees have few avoidable absenteeism.
- Satisfaction and Turnover: Satisfied employees are less likely to quit. Organization takes actions to retain high performers and to weed out lower performers.
- Satisfaction and Organization Behavior: Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectation of their job.
- Satisfied employee increase Customer Satisfaction: Because they are more friendly, upbeat and responsive. They are less likely to turnover which helps build long-term customer relationship. They are experienced.

The Best Hr Practices That Successful Companies Practice

Why are employees in some companies happy to stick with the company while others look for a change? The reason is that some companies know how to take good care of their employees and provide a working environment that helps them retain their identity, while proving themselves and growing along with the company.

How Managers Attract, Hire, Focus, And Keep Their Most Talented Employees?

Without satisfying an employee's basic needs first, a manager can never expect the employee to give stellar performance. The basic needs are knowing what is expected of the employee at work, giving him the equipment and support to do his work right, and answering him basic questions of self-worth and self-esteem by giving praise for good work and caring about his development as a person.

The great manager mantra is don't try to put in what was left out; instead draw out what was left in. You must hire for talent, and hone that talent into outstanding performance.

- Know what can be taught, and what requires a natural talent.
- Set the right outcomes, not steps. Standardize the end but not the means. As long as the means are within the company's legal boundaries and industry standards, let the employee use his own style to deliver the result or outcome you want.

- Motivate by focusing on strengths, not weaknesses.
- Casting is important, if an employee is not performing at excellence, maybe he is not cast in the right role.
- Every role is noble, respect it enough to hire for talent to match.
- A manager must excel in the art of the interview. See if the candidate's recurring patterns of behavior match the role he is to fulfill. Ask open-ended questions and let him talk. Listen for specifics.
- Find ways to measure, count, and reward outcomes.
- Spend time with your best people. Give constant feedback. If you can't spend an hour every quarter talking to an employee, then you shouldn't be a manager.
- There are many ways of alleviating a problem or non-talent. Devise a support system; find a complementary partner for him, or an alternative role.
- Do not promote someone until he reaches his level of incompetence; simply offer bigger rewards within the same range of his work.
- Some homework to do: Study the best managers in the company and revise training to incorporate what they know. Send your talented people to learn new skills or knowledge. Change recruiting practices to hire for talent, revise employee job descriptions and qualifications.

Here are some of the best HR practices that help in the creation of a highly satisfied and motivated work force. Work Environment

A safe and happy workplace makes the employees feel good about being there. Each one is given importance and provided the security that gives them the motivation and incentive to stay. This is usually achieved through internal surveys to find out whether they are satisfied and if not what they think needs to be changed.

Open Management

Employees don't like the feeling of being kept in the dark about what is happening in the company. They feel motivated and develop enthusiasm only when the management opens up to them and discusses the company policies, sales, clients, contracts, goals and objectives. This encourages participative management. Asking them for ideas on how to improve will get their creative juices flowing. Being open about everything related to the company will help in building trust and motivating the employees. This open management policy can be practiced using several tools.

Performance Incentives

Every good performance is appreciated in the form of a pat on the back, bonuses or giving some other compensation for a job well done. Organizations that struggle to keep up with the attrition rate are mostly those that think employees are "just" doing their job. Even if it is the employee's job, completion in an appreciable manner calls for an incentive, and this goes a long way in boosting the staff morale. These incentives can be implemented at the individual as well as the team level and it has been seen that this works wonders in getting the best out of the employees. But it is important to keep in mind that these bonuses should not be given without a reason, unless it is a commitment for annual bonuses or some such thing. Doing so will

only reduce the perceived value of the bonuses.

Performance Feedback

This is one of the methods that is being followed by many organizations. Feedback is not only taken from the boss, but also from other seniors and subordinates. Previously, appreciation was only sought from the immediate boss or the management, but now organizations understand the importance of collecting performance feedback from several quarters. The opinion of everyone matters, especially for someone who is in a leadership role at any level. Each person in the team is responsible for giving constructive feedback. This kind of system helps in identifying people who can perform well as leaders at higher levels in the organization. Even the senior level managers can use this system to their advantage, as a tool to improve themselves.

Employee Evaluation

Every company has an employee evaluation system in place but a good system links individual performance to the goals and priorities of the organization. This works well when achievements are tracked over a year. For a fair review of each employee, the evaluation, apart from being done by the boss, should be done by another person at a higher level, for whom the employee's contribution is important. Ratings can also be obtained by other employees. This ensures a fair and accurate rating of each and every employee.

Sharing of Knowledge

Knowledge sharing is a wonderful strategy that helps in the betterment of the employees and their work. Keep all the knowledgeable information in central databases that can be accessed by each and every employee. For example, if an employee is sent on some training, the knowledge that is acquired by that employee can be stored in these databases for others to learn from it. Even innovative ideas that the management deems fit for employees to see, can be stored here for all to see.

Publicize Good Performances

Every company has some employees who outperform others. Such performances should be highlighted and displayed where other employees can look at them; such as on the display boards and intranet etc. This will encourage others to give their best. A proper system should be set up to make a list of high performances at specific times in a year.

Rewards while recognition of talent is highly important, this recognition has to be made public and what better way than holding ceremonies and announcing to the whole world (the employees), the achievements of a fellow employee. There can be nothing better for an employee than the heady feeling from a resounding applause.

The Surprise Factor

Who doesn't like a surprise? Surprise deserving employees – when they are least expecting it. It could be a gift certificate or a small reward of some sort. This surprise doesn't have to be limited to the best performers, but it can be randomly given to others as a motivating factor too. Anyone can be given this surprise reward.

Such healthy HR practices encourage the growth of the organization as employees after all play a major role in the well-being of a company. Making an employee feel like a million dollars pays in the form of the success of an organization.

CONCLUSIONS

Successful organizations nurture ideas and they understand that employees who are actually working and know the business can provide the best ideas. The management should have discussions with employees to get these ideas out of them. There can also be suggestion boxes to capture these ideas. Through this system, managers can find talented employees and develop them.

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